

73 Mar 1964

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MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Seminar on Supervisory Responsibilities

1. In response to your request of 11 March 1964 concerning the development of a program for supervisors to review their responsibilities, we believe that a reasonable and useful program can be developed covering a period of approximately four hours in the Auditorium with audiences of  people. Exact figures as to the number of supervisors that  would have to be included are not yet available, but it would most likely require <sup>5 to 7</sup> ~~100~~ runnings to cover everyone. It is unlikely that we will be able to get optimum utilization of the Auditorium on each occasion which may require a slightly larger number of runnings that might otherwise have been necessary. It would seem preferable also that supervisors from the various locations in the area be brought to the Auditorium rather than attempting to take the program to other locations though this is not a major concern.

2. In the development of such a program we share your concern over the possible misunderstanding and negative results that could develop. Accordingly, a clearly understandable purpose should be both evident and consistent with the program itself. In brief, it seems to us that the purpose is primarily twofold; one, to review and clarify the supervisor's knowledge of his responsibilities recognizing that even though virtually everything pertinent does exist in written regulations, handbooks, and other official issuances; the second purpose is to increase awareness of

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the fact that the top management of the Agency does view the existing statements of policy, conduct, etc. in a serious light and wishes to insure that the supervisor have the optimum awareness and understanding of his numerous responsibilities. As a general statement most supervisors very rightly have a major concern with the work performance of their subordinates and the execution of their assigned mission. Their responsibility, however, is much broader and sometimes less obvious, and it is to increase awareness in this broader area and at the same time acquaint them with Agency assets which can exist in their total job of supervision.

3. In the light of these observations it would seem imperative that the program begin with an introduction by the Director, <sup>or</sup> Deputy Director, ~~or Executive Director~~, where a brief statement of purpose and personal endorsement could be communicated. We believe it would also be very useful if a theme could be set in this opening speech which would run through the entire program. These remarks could express the Director's concern with the importance of integrity and example-setting by all supervisors. We might borrow  theme for emphasis throughout the program to the effect that supervisors are always training, both by what they do as well as what they don't do. This opening could also provide a good opportunity for clarification of the Inspector General's role relative to the Director and the rest of the Agency. For example, there is widespread confusion as to whether a visit to the IG can be made without prejudice or should be made without prejudice. This point has importance particularly from the standpoint of providing an avenue to achieve the integrity desired

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when some personal circumstances in the chain of command may thwart the solving of serious problems or the exercise of conscientious motivations. Following this introduction of approximately thirty minutes or less, the following tentative program is suggested. (If personal appearances would constitute an excessive burden for the Director, this role could be rotated between the <sup>DDCI & DDCI</sup> ~~three senior officials~~ or a film produced and used in lieu of personal appearances.) The proposed program could, we believe, be used for all levels of supervisors though different content and emphasis may apply if the audiences were to be grouped by senior, middle, and junior levels.

TIME	TOPIC	COMMENTS
First period - thirty minutes	Opening by Director	Discussed above
Second period - thirty minutes	Supervisor's Responsibility for Personnel Utilization and Development	Treated here should be responsibility for providing for the growth, training and optimum utilization of personnel. The necessity to develop managerial as well as specialist cadres providing for the survival of the organization. Can be developed in slightly different forms for different levels of supervision. List examples.
Third period - thirty minutes	Personnel Evaluations	Some authoritative as well as illustrative statements on fitness reports. Use examples.

TIME	TOPIC	COMMENTS
Fourth period - thirty minutes	Fiscal Responsibility - Money and Manpower	Effective examples and illustrations on the importance of responsibility in projects and wasteful uses of manpower stressing this responsibility for continual examination and reappraisal of projects, programs, etc.
Fifth period - fifteen minutes	Responsibility for Government Property and Materiel	Perhaps a general logistics flavor. Effective examples of ill advised purchases, extravagant uses of telephone installations, subscriptions, etc. This would seem to provide a good lead-in to the matter of attractiveness of work areas and quarters, i.e. the current clean-up and redecoration emphasis.
Sixth period - fifteen minutes	Responsibility for Maintenance of Working Area	This would be blended with property responsibility above. Suggest a 15-minute lecture by <span style="border: 1px solid black; display: inline-block; width: 100px; height: 1.2em; vertical-align: middle;"></span> the consultant to <span style="border: 1px solid black; display: inline-block; width: 80px; height: 1.2em; vertical-align: middle;"></span>

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TIME	TOPIC	COMMENTS
Sixth period (continued)		Fine Arts Committee. Believe he could give professional psychological aspects and help produce a desirable motivation. This could also be filmed for subsequent uses. This could also be treated as "good news" for all employees.
Seventh period	Problem Subordinates: 15 minutes - IG 15 minutes - Medical 15 minutes - Personnel 15 minutes - Security 15 minutes - General Counsel	Here the purpose must be twofold. The speakers must select effective examples both to impress the concept of responsibility and acquaint audiences with their capabilities to help. (The Security portion may not be pertinent depending on the content of their current reorientation program.
Eighth period - fifteen minutes	Conclusion (Recap)	This would need to be done by someone who had sat through each program in order to bridge gaps or resolve apparent contradictions.

TIME	TOPIC	COMMENTS
Eighth period (continued)		Additional important emphasis that should be standard in this portion would be stressing the necessity to face unpleasant tasks and resolve conflicts by facing them rather than avoiding, smoothing over, or any other evasive tactic. Second important emphasis should be the responsibility for objective, Agency-wide interest, rather than parochial or personal fervor. If irresponsibility can be dispelled, the facing-up to conflict or unpleasant responsibilities and a motivation toward the Agency's objectives would be encouraged. The program would accomplish an invaluable purpose.

In all of the above presentations effective use of outstanding examples is considered mandatory. Speakers in each instance should represent insofar as possible maximum authority in that subject. Where this is not the case some clear indication that Agency management stands behind the substance of the presentation should be clear.